**Readings and Preparation Instructions for August 2014 Leadership Retreat**

We have included a set of background readings to prepare you for the August 21st Leadership Retreat. Please take the time to read the content in your packet in advance of the retreat in order to build your own background knowledge on the concepts we will address. At the retreat, we will also begin to develop a “leadership profile” for Missoula County Public Schools.

MCPS Executive Regional Directors will facilitate an afternoon session where you will participate in a protocol to guide background building, analysis of documents, and collection of feedback on a leadership profile for MCPS. In preparation, participants are asked to review and analyze at least one reading included in this packet.

Each participant in the August Leadership Retreat is assigned to do a close read and analysis of one of five different readings. Readings are:

* “The Eight Characteristics of Effective School Leaders” (Morrison, *Forbes,* 2013)
* “Level 5 Leadership: The Triumph of Humility and Fierce Resolve” (Collins, *Harvard Business Review,* 2001)
* “Discovering Your Authentic Leadership” (George et al, *Harvard Business Review,* 2007)
* “What Leaders Really Do” (Kotter, *Harvard Business Review*, 2001)
* “MCPS Leadership Profile Attributes for Consideration” (DRAFT, July 2014)

Additionally, each participant will be assigned to read the document from one of four different perspectives (we are using the Four As Protocol). The four perspectives are:

* Assumptions (e.g. – what might the author be taking for granted or assuming in their writing?)
* Agreements (e.g. – on what points do you agree with the author?)
* Arguments (e.g. – on what points do you disagree or take argument with the author?)
* Applications (e.g. – how might you envision applying what the author is expressing in your work or in MCPS?)

***Please find your name in the chart below:***

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| --- | --- | --- | --- | --- |
|  | **Assumptions** | **Agreements** | **Arguments** | **Applications** |
| ***Eight Characteristics*** | Brian Fortmann  Kathleen Nerison  Steve Mutchler | Brian Bessette  Mark Thane  Stacia Vaughn | Julie Robitaille  Ed Christensen  Lynn Farmer | Alex Apostle  Jennifer Courtney  Dane Oliver |
| ***Level 5 Leadership*** | Natalie Jaeger  Burley McWilliams  Alanna Vaneps  Heidi Wallace | Kat Pecora  Virginia Haines  Hallie Koppang  Kacie Laslovich | Cindy Christensen  Libby Oliver  Brenda Sweeney  Shirley Lindburg | Karen Allen  Theresa Roullier  Robyn Nuttall  Vincent Giammona |
| ***Discovering Your Authentic Leadership*** | Jerry Seidensticker  Dan Parrish  Jill Sheridan | Tom Blakely  Hatton Littman  Jen Smith | Lisa Hendrix  Carol Ewen  Becky Sorenson | David Rott  Ted Fuller  Jane Bennett |
| ***What Leaders Really Do*** | Christina Stevens  Linda Simon  Craig Henkel | Kelly Chumrau  Stacey Rossmiller  Mary Stone | Amy Shattuck  Melanie Charlson  Dani Smith | Monique Fortmann  Pat McHugh  Seena Demmons |
| ***MCPS Leadership Profile DRAFT*** | Trevor Laboski  Bob Gearheart  Crista Anderson | John Combs  Joe Potter  Russ Hendrickson | Susan Anderson  Matt Clausen  Jodie Rasmussen | Sheri Postma  Val Crumbley  Heather Davis Schmidt |